

State of California

Department of Consumer Affairs
Cemetery and Funeral Bureau

"To protect and serve consumers while ensuring a competent and fair marketplace."

Strategic Plan

June 10, 2005



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Our Mission:

To protect and serve consumers while ensuring a competent and fair marketplace.

Our Vision:

To be the foremost guardian of California consumers who receive cemetery and funeral services.
Consumers, licensees, and businesses will have a safe, fair, and competitive marketplace.

Our Values:

The Bureau values:

- Staff willingness to work together to support each other to achieve a common goal.
- Collaborative relationships with stakeholders in the decision-making process.
- Empathy, integrity, and understanding in serving consumers.
- Professionalism in serving the industry.
- Nurturing productive partnerships with consumers, licensees, and businesses.
- Developing automation systems that provide efficient and effective support to consumers, Bureau employees, licensees, and businesses.
- Providing prompt and fair investigation and adjudication of violations of law.

Goals and Objectives:

The Cemetery and Funeral Bureau has adopted the following strategic goals for 2005-2007. As part of the ongoing planning and monitoring process, the stated goals will be reevaluated and adjusted, as necessary, to meet business and licensing needs.

Goal One:

Enhance enforcement processes and outcomes

- 1.1 Create a reference guide for field representatives on all applicable laws, codes, and guidelines.
- 1.2 Evaluate and define complaints and investigations.
- 1.3 Establish performance improvement team to assess enforcement processes.
- 1.4 Develop baseline and performance measures for key aspects of the Bureau's enforcement program.

Goal Two:

Enhance licensing and examination processes and outcomes

- 2.1 Review and revise, as necessary, applications for all license-types.
- 2.2 Convert the existing licensing database to the Applicant Tracking System.
- 2.3 Establish performance improvement team to assess licensing processes.
- 2.4 Develop baseline and performance measures for key aspects of the Bureau's licensing programs.
- 2.5 Convert the Bureau's examinations to electronic-based testing.
- 2.6 Develop a system to continually monitor and assess applicant satisfaction with the licensing process.

Goal Three:

Identify opportunities to improve the Bureau's audit operations

- 3.1 Develop a monitoring system to track annual trust fund reports.
 - 3.2 Prepare guidelines for desk reviews and audits of trust fund reports.
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Goal Four:

Improve the Bureau's consumer and industry outreach efforts

- 4.1 Review and update, as necessary, all brochures and public handouts.
- 4.2 Identify opportunities to participate in consumer and industry meetings and conferences to inform and educate stakeholders about regulatory issues.
- 4.3 Work with Communication and Education Division on updating the Web and publications for media.
- 4.4 Establish an advisory committee of consumers, licensees, and stakeholders.

Our Stakeholders - Their Needs and Wants:

The Bureau has a variety of stakeholders with different needs and wants. They include the following:

- Consumers and consumer groups:
 - access to timely and relevant information
 - timely and satisfactory resolution of complaints
 - outreach and education about consumer rights
 - enforcement of the Bureau's laws and regulations
 - open dialogue with the Bureau
- Licensees and Professional Associations:
 - access to timely and relevant information
 - fair and consistent enforcement of the Bureau's law and regulations
 - clear scope of practice
 - clear and current laws and regulations
 - open dialogue with the Bureau
 - knowledge and understanding of the requirements for licensure
 - timely and valid licensing processes
- Applicants for licensure:
 - access to timely and relevant information
 - knowledge and understanding of the requirements for licensure and the licensure process
 - clear scope of practice
 - clear and current laws and regulations
 - timely and reasonable licensing processes
 - valid licensing examinations
- Schools:
 - knowledge and understanding of the requirements for licensure and the licensing process
 - clear scope of practice
 - clear, consistent, and up-to-date laws and regulations
 - timely and reasonable licensing process
 - valid licensing examinations
- Law Enforcement Agencies:
 - access to timely and relevant information
 - fair and consistent interpretation and application of the Bureau's laws and regulations
 - collaborative working relationships
 - expertise regarding issues under the Bureau's jurisdiction

Environmental Scan:

The ability of the Bureau to execute its mission, as contained in this strategic plan, required an analysis of key external forces that influence the way the Bureau functions. Some of these external forces include:

- Fiscal Challenges – Government must do the best job possible with the resources available. It also means that, to the extent possible, the Bureau shall adopt the best business and licensing practices from the public and private sectors.
- Changes in Technology – Technology is constantly evolving and changing. Properly implemented, technology can serve as a powerful tool by improving communication with stakeholders, eliminate paperwork, and enhance employee productivity.
- Business and the Economy – As an agency that licenses and regulates people in the cemetery and funeral industry, the business community expects the Bureau to communicate with and educate licensees and registrants, operate expeditiously and efficiently, and partner with them to protect California consumers.
- Changing Demographics – California's population is increasing, aging and the diversity of its people grows every day. The public also demands more service, more information for their future planning needs, and the speedy resolution of issues facing them.